

Contact: Interim President Gary Fethke

**UNIVERSITY OF IOWA REQUESTS RELATED TO
VICE PRESIDENT FOR MEDICAL AFFAIRS**

Action Requested:

1. Reinstate Vice President for Medical Affairs position reporting to the President, University of Iowa.
2. Approve appointment of Dr. Jean Robillard as Vice President for Medical Affairs and Dean of the Carver College of Medicine at compensation to be determined by the President, University of Iowa, and reported to the Board.
3. Authorize necessary organizational plans proposed by the University of Iowa to integrate the clinical functions of the University of Iowa Hospitals and Clinics, University of Iowa Physicians, and the non-academic functions of the Carver College of Medicine within the framework of University of Iowa Healthcare.
4. Direct the University of Iowa to report, at subsequent meetings, the progress in making the necessary organizational and operational changes authorized above.

Executive Summary:

Compelling Need:

Increased consumerism by patients and employers, the often arcane intricacies of financial reimbursement, and the rapid advance of medical knowledge require organization and delivery systems that are optimal for Iowans. The care delivery must be seamless to the patient. This is never truer than today, and the University of Iowa must be in the forefront of delivering the best medical care and services at the best value to Iowans.

In a rapidly changing healthcare environment, the University needs a healthcare organization that has integrated strategic and operational planning with the focus on patient satisfaction. This structure must capture the extraordinary opportunities of medical research that gives the academic difference to patients – e.g. access to clinical trials and the latest diagnostic and therapeutic technology. This focus on the patient should also be part of the training of future healthcare professionals.

Integrated units under UI Healthcare can provide transparent financial statements and integrated capital plans. Both capital and operating financial plans must originate from a consolidated strategic plan to serve patients best. Optimal efficiency and seamless patient care are a must with increased pressure on financial margins and the critical need to reinvest in healthcare personnel, infrastructure, and technology.

The University of Iowa has long been a critical provider of care to uninsured and underinsured Iowans. It is the responsibility of the University to provide the same high quality of care and service to all its patients. The increased operational and organizational effectiveness of the University of Iowa Healthcare (UI Healthcare) as well as the support of the state of Iowa is essential for the care of all Iowans to be assured.

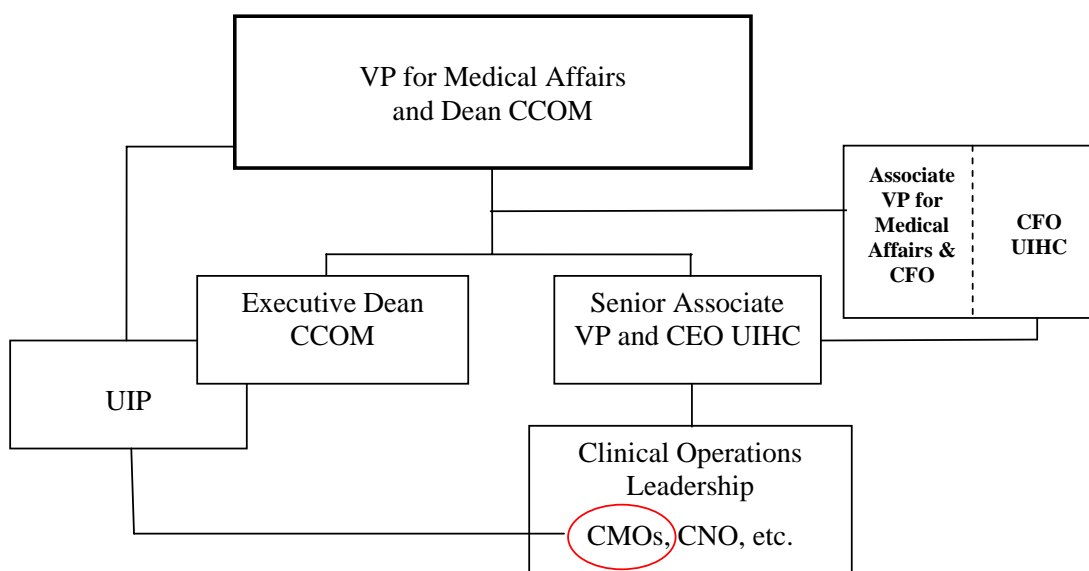
General Background:

The UI Healthcare is Iowa's only comprehensive academic medical center. It consists of functions of the Carver College of Medicine carried out within the University of Iowa Hospitals and Clinics including patient care, functions provided by the outstanding nursing staff and nursing leadership recently awarded "Magnet" status, and the group practice functions of the University's 650 faculty physicians – UI Physicians. In addition, it includes Graduate Medical Education and Clinical research. The University proposes these functions be integrated through the leadership of a Vice President for Medical Affairs and through the establishment of a set of common, patient-centered principles of operation.

The position of vice president was last held by Dr. Robert Kelch in 2003. Since Dr. Kelch left the University, the position has not been filled. Both the current UIHC-CEO and the Dean of the Carver College of Medicine were recruited to these positions by Dr. Kelch when he was Vice President for Health Affairs. Leadership positions proposed here are found at a number of respected public university academic health centers.

Organization:

The organization structure of the UI Healthcare must serve as a means of integration of key operations and leadership. Reporting to Dr. Robillard will be two senior University executives, Senior Associate Vice President and UIHC-CEO, Donna Katen-Bahensky and Carver College of Medicine Executive Dean, Dr. Peter Densen. Also reporting to Dr. Robillard will be an Associate VP for Finance (vacant) and any necessary supporting staff. Critical to the success of this organization will be the collective interactions of the physicians' group practice – UI Physicians – and the day-to-day operations of inpatient and ambulatory services. Key persons in those functions will be a chief nursing officer, a chief medical officer for inpatient services, and a chief medical officer for outpatient services. An organizational outline is illustrated below. The description of responsibilities for the Vice President for Medical Affairs position is included in the Attachment on pages 5 and 6.



Vision to the Future:

A future vision for the UI Healthcare must be clear. It represents a long-term perspective, from which a cohesive Strategic Plan can be developed.

The UI Healthcare forms a very large and complex organization that makes available a broad and complex set of services. They function in a dual safety net role, servicing the most severely ill as well and many poor and uninsured. The challenges are not purely market driven but represent technological, social, and economic trends that are forcing the examination of what the University is doing and how the University is executing the different roles. The University must respond to these changes in a converging and coordinated way so the health of its patients can be improved.

Important changes in the way the University is approaching clinical care, education, and research will be required. These changes are needed if the University is to continue to be competitive in attracting the best students, if the University is to excel academically, and if the University is to be a viable clinical enterprise meeting the needs of the citizens of Iowa while providing much higher levels of quality and safety to its patients. Decisions about how to train its medical students and other healthcare professionals, about what types of research to pursue, and about how to improve quality and safety of its patients cannot be made in isolation. These decisions need to recognize the interdependent and complementary nature of the University's education, research, and clinical missions.

This can be realized by integrating the University's organizational structure and creating an institutional culture of collaboration between the Carver College of Medicine (CCOM), the University of Iowa Physicians (UIP), and the University Hospitals and Clinics (UIHC). Accomplishing these changes requires that the UI Healthcare establishes the strategic management framework necessary to create an environment of innovation and a cohesive view across the three organizations (CCOM, UIP, and UIHC). To achieve this goal, the University needs to better integrate the interdependent and complementary nature of these three organizations to respond to the needs of Iowans.

Through all its discussions, the University must recognize the problems facing the indigent population and people who are uninsured or underinsured – both the need to serve and the recognition of financial impact this brings to each of the University's missions.

Principles for the UI Healthcare:

- Organizational and managerial infrastructure must allow it to be nimble and flexible when responding to environmental challenges.
- Organizational structures must be more responsive to the needs of patients and the communities that it serves.
- Internal accounting capabilities and its abilities to manage the flow of funds supporting its mission-related work must be integrated assuring that all resources are applied to their highest and best use for betterment of the entire organization while assuring the Board of prudent reserves and the maintenance of a physical plant and equipment inventory that is reliable, safe, and competitive. Its resources will be applied in a transparent fashion such as to promote the understanding and support of faculty.
- Performance measurement and improvement in all its missions can be accomplished by training faculty, residents, nurses, students, and support personnel at all levels to value openness, teamwork, accountability, and patient-centeredness.

- The healthcare needs of the citizens of Iowa will be assessed continually and will ensure that resulting data are incorporated into strategic planning and management decisions.
- Continued effective investment in information technologies will be made to automate all appropriate clinical care processes, provide patients with secure access to their medical records, and help patients with self-care and medical decision-making.
- Assurances will be made that the quality and efficiency of care provided is outstanding for all patient populations and the organization will actively seek and work with partners in local communities to serve the needs of poor and indigent patients.

Dual Role as Dean and Vice President:

As Dean of the Carver College of Medicine, Dr. Robillard will continue to report on academic matters to the Executive Vice President and Provost. This is in accord with the earlier model under Dr. Kelch and preserves important continuities in the oversight of all colleges and academic issues within the University. As Vice President of Medical Affairs, Dr. Robillard will report directly to the President and be a member of the President's Council.

Dr. Jean Robillard:

Dr. Robillard's background is well suited for leadership of the Carver College of Medicine and all of the UI Healthcare.

Robillard, who came to the University of Iowa as an assistant professor in 1974, has been Dean of the Carver College of Medicine since 2003. From 1996 to 2003, he was Chair and Professor of the Department of Pediatrics at the University of Michigan Medical School and physician-in-chief at C.S. Mott Children's Hospital.

A native of Montreal, he earned bachelors and medical degrees from the University of Montreal. He completed an internship at the Hotel Dieu Hospital, residency training in pediatrics at Ste. Justine Hospital in California Medical Center in Los Angeles and University of Iowa Hospitals and Clinics.

Robillard is a pediatric nephrologist whose work focuses on the developmental physiology of the kidney. He has published more than 220 scientific papers during his career, which have contributed to many advances in the field.

In 1999, he was elected a Fellow of the American Association for the Advancement of Science. In 2001, he was elected to the Board of Directors of the American Board of Pediatrics and serves currently as its Chair.

***Job Description
Vice President for Medical Affairs (VPMA) and Dean CCOM***

As VPMA, this position entails the responsibilities, duties, and reporting lines previously assigned to the Dean of the Carver College of Medicine, and the responsibilities of overseeing the operation of the UI Healthcare.

Reporting Relationships:

The position reports directly to the President of the University of Iowa as VPMA in all matters pertaining to UI Healthcare (e.g., sharing agreement, practice plan, clinical care).

The position reports directly to the Executive Vice President and Provost as Dean CCOM in all matters pertaining to the academic enterprise.

Basic & Specific Responsibilities: VPMA

The VPMA will serve as a member of the Presidents Council (VP Group) and will oversee and maintain an integrated strategic plan for the UI Healthcare.

Specific responsibilities include:

- Evaluating and managing leadership personnel of the UI Healthcare including: Senior AVP and CEO for UIHC, AVP for Finance and CFO for UIHC and Executive Dean CCOM.
- Developing a comprehensive system within the UI Healthcare for strategic performance management for internal use and for use by the President and the Board of Regents.
- Providing oversight for the clinical enterprise within the missions of patient care, education, and research.
- Maintaining financial integration.
- Within the UI Healthcare, maintaining direct responsibility or is accountable for delegated responsibilities for personnel salary approvals, human resources, strategic, and business development planning; direction of clinical delivery systems; management support services; overall management of patient care contracting objectives and goals; development of capital and operating budgets which maintain the financial integrity of the UI Healthcare; and managing relationships with affiliate organizations.
- Creating an All-Funds budget for the UI Healthcare. While each unit will maintain the necessary and desirable unit budgets for purposes of meeting reporting and regulatory expectations, funds from each unit will be applied in a fashion that advances the overall mission of the UI Healthcare in an optimal fashion consistent with the broad mission of the organization.
- Aligning within the strategic plan and within operational planning and budgeting all aspects of patient care.
- Participating in major external and internal governing bodies of UIHC, CCOM and UIP.
- Approving all major shared service and purchased service agreements among UI Healthcare units and with the general University.
- Providing the University of Iowa President, other UI institutional officers, the Board of Regents and State officials information and authoritative advice on statewide healthcare issues.
- Serving as the external liaison for related organizations such as UI Health Systems, Inc.

- Aligning fundraising plans to cover all aspects of private support for the UI Healthcare and to increase private support for the University's healthcare delivery programs.
- Serving as principal liaison to the University of Iowa Foundation for development.
- In collaboration with the Executive Dean and Senior Associate Vice President and CEO for UIHC, giving special attention to the recruitment and retention of women and minorities.
- Creating an environment of trust and collaboration to enable the recruitment of world-class physicians, nurses, and all other healthcare professionals.
- Interacting with national leaders in healthcare and academic medicine.

Basic & Specific Responsibilities: Dean CCOM

In his/her capacity as Dean CCOM, the VPMA will exercise those responsibilities traditionally reported to the Executive Vice President and Provost. He or she will serve as Chief academic officer for the CCOM; be responsible for managing academic and research programs; and for DEO recruitment and evaluation. Specific responsibilities include, but are not limited to, such duties as:

- Directing CCOM short- and long-term strategic planning.
- Aligning within the strategic plan and within operational planning and budgeting all aspects of medical education (including student affairs, admission and placement of students, and academic program development), other educational programs within the clinical setting, and research.
- Overseeing:
 - Faculty recruitment and appointment, as well as tenure and promotion processes for CCOM.
 - Fiscal planning and management of CCOM budget.
 - Space and equipment utilization within CCOM.
 - Philanthropic outreach for CCOM.

Review & Compensation

Compensation arrangements are competitive and commensurate with the experience, achievement, and responsibilities of this position and set jointly by the President and Executive Vice President and Provost. The President, in consultation with the Executive Vice President and Provost, is responsible for matters pertaining to review and compensation of the VPMA. The Executive Vice President and Provost, in consultation with the President, is responsible for the review and compensation of the Dean CCOM. Incentive compensation components are constructed in such a fashion as to promote collective success of the UI Healthcare as well as collaboration within and amongst members of the VPMA leadership group and university administration.